



Item 3: HR Operations Report

Chuck Manning

Vice President of Human Resources and Chief Compliance Officer

Human Resources and Governance Committee Meeting

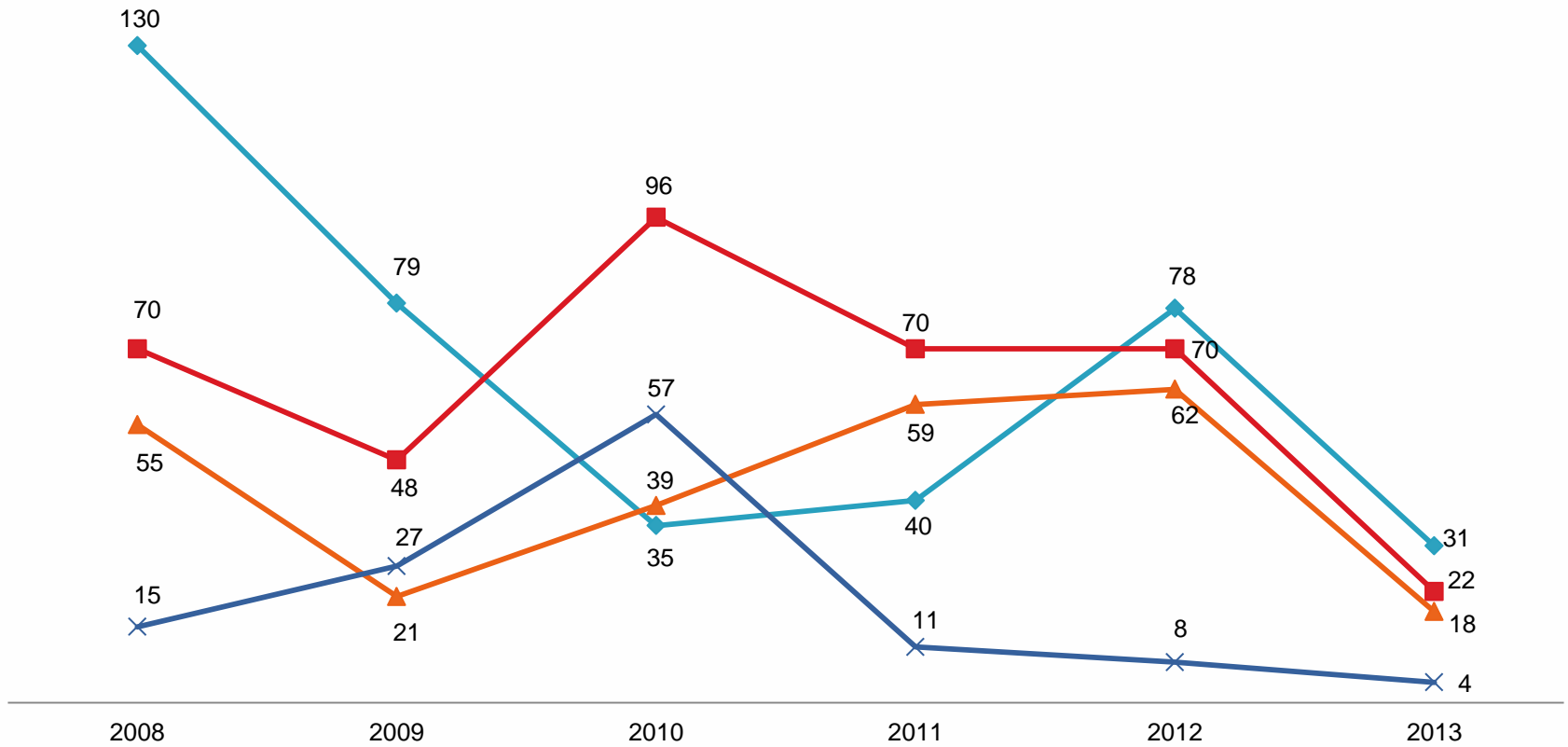
ERCOT Public

May 13, 2013

HR Operations Report

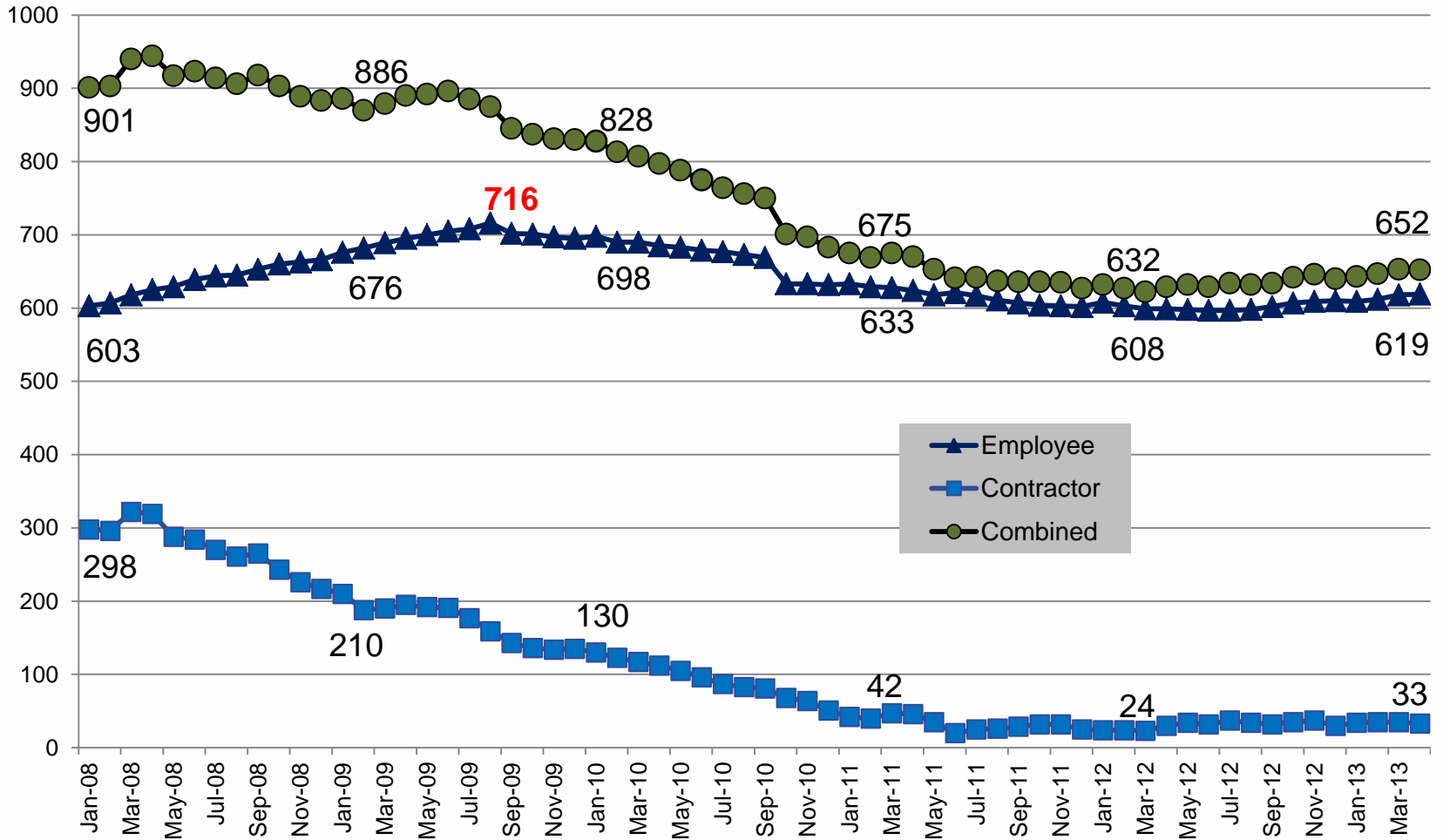
ERCOT – Employee New Hires / Terminations

◆ New Hires ■ Terminations ▲ Voluntary Terms × Involuntary Terms



HR Operations Report

ERCOT Employee Headcount



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ERCOT Hiring and Attrition per Business Area

Business Area	Year-End 2011		Year-End 2012		YTD April 2013		Current
	Attrition	Hired	Attrition	Hired	Attrition	Hired	Recruiting
Business Integration	3	1	2	3	1	1	3
Client Services	1		4	2			2
Settlements & Retail Operations	6	2	3	5		1	2
Compliance	1	2	1		3		2
Executive			1	1			
External Affairs			1	2			
Facilities	1	1					
Finance	2	4	7	1	2	4	1
Grid Ops & Sys Plan	12	9	13	19	5	6	13
HR	1		2	2		1	
IT	31	14	24	27	9	13	8
Legal	2	1		3		1	2
Operations	1	1				1	
Risk Mgt	3	3	3	1		1	
Security	2	1	5	4	1	2	
Whls Mkt Ops	3	1	4	7	1		3
Training & Development	1			1			
	70	40	70	78	22	31	36

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ERCOT Contractors

	4/30/13
Capital Projects	13
Base - Staff Augmentation	16.5
DoE Grant	3.5
	33

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ERCOT 2013 Attrition

- YTD Total Attrition Rate: 3.6%
- YTD Voluntary Attrition Rate: 2.9%

- 2013 Terminations – 22 Employees
 - 18 Voluntary
 - 04 Involuntary

- Voluntary Reasons:
 - 10 Promotional Opportunity
 - 03 Family
 - 03 Personal
 - 01 Retirement
 - 01 Location of Facility

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April Attrition by Department

- **6 Employees**
 - Compliance – Reliability & Compliance Eng Sr
 - Compliance – Reliability & Compliance Analyst 2
 - Finance – Accountant
 - Grid Ops & Sys Planning – Ntwk Model Eng 1
 - IT – Enterprise Architect Sr
 - IT – Prod Sup Analyst Sr

2013	Terms - Seniors
2	Applications Developer Sr
1	Database Administrator Sr
1	Database Developer Sr
1	Enterprise Architect Sr
1	Mkt Operations Engineer Sr
1	Prod Sup Analyst Sr
1	Reliability & Compliance Eng Sr
1	System Operator Sr
1	Windows Administrator Sr
10	

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ERCOT Human Resources Department ERCOT Training and Professional Development Department 2013 HR Business Plan

HR DEPARTMENT MISSION: Support ERCOT's role as a provider of public service through the strategic practice of human resource management.

TRAINING AND PROFESSIONAL DEVELOPMENT MISSION: Support ERCOT's role as a provider of public services by promoting (1) employee knowledge and development (2) market participant understanding of ERCOT and market operations.

VISION: Transition the Human Resources and Training and Professional Development Departments into a visionary and strategically-driven organization that effectively supports ERCOT's mission by:

- Establishing ERCOT as an employer of choice.
- Timely and efficient Human Resources services delivery.
- Strategic investments supporting Human Resources technologies and best practices.
- Developing a culture of high performance, innovation, and accountability.
- Providing ERCOT employees with high quality education programs that promote and support employee development and organizational effectiveness.
- Providing market participants with learning resources that enhance their knowledge of grid operations, efficient electricity markets, open access and retail choice.



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2013 HR Business Plan Goals

1. Attract, develop, and retain a diverse community of ERCOT employees who are fully engaged in their work and motivated to perform at their full potential.
2. Champion career and professional growth.
3. Continually Improve individual and organizational effectiveness.
4. Maintain compliance with applicable employment and health care laws and regulations.

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Training and Professional Development

- Leadership Certificate Program 1 2013
 - 1st Module-Managing and Supervising People/Coaching and Counseling for Improved Performance
 - 2nd Module-Building Personal Leadership Skills/The Transformational Leader
 - 3rd Module-Behavioral Interviewing/Conflict Management
 - 1st Module Evaluation (content, delivery, and learning) **4.7 on a 5.0 scale** (18 participants)
- Leadership Certificate 2 Program 2012
 - Communication Skills/Practical Negotiations
 - Collaborative Relationships/Fostering a Culture of Success/Risk Management
 - Strategic Planning/Managing Innovation
 - Overall Course Evaluation (course design and instructor) **4.4 on a 5.0 scale** (13 participants)
- Cultural Diversity 2012 and 2013
 - Understanding other Cultures/Awareness of Self and Others/Cultural Dimensions
 - Communicating Effectively across Cultures/Retention in a Diverse Workplace
 - Overall Course Evaluation (course design and instructor) (2012) **4.2 on a 5.0 scale** (79 participants)
(2013) **4.6 on a 5.0 scale** (28 participants)

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Training and Professional Development (continued)

- Meeting Dynamics 2013
 - Persuasion and Understanding of Audience/Pre-Planning/Socializing Ideas/Working the Room
 - Dealing with Difficult People/Changing a Hostile Environment
 - Message Construction/Controversial Messaging/Widening the Viewpoint/Message Refinement/Presentation Skills/Room Dynamics
 - Overall Course Evaluation (course design and instructor) **4.8 on a 5.0 scale** (15 participants)
- Engineering Ethics 2013
 - Basic Tenets/Ethical Obligations
 - Design-Based Model of Engineering Ethics enabling engineers to Identify and Articulate/Anticipate and Avoid/Resolve ethical problems
 - Overall Course Evaluation (course design and instructor) **4.3 on a 5.0 scale** (15 participants)
- Situational Leadership Workshop 2012
 - Critical competencies/Leading vs. Managing/Leadership Styles/Maturity Levels/Diagnosing Situations/Adaption/Communication
 - Building Trust/Performance Coaching/Delegation/Scorecard Approach/Leadership Development Planning
 - Overall Course Evaluation (course design and instructor) **4.3 on a 5.0 scale** (28 participants)